



### Capital Improvement Program Description

The Town Manager is responsible for submitting a five-year capital planning program for all departments to the Select Board, Finance Committee, and Town Meeting each year. A Capital Planning Committee (CPC) was created in 1986 to advise and make recommendations to the Town Manager regarding the capital plan. The Committee comprises 9 members who meet between the months of September and December to review the requested capital items by all departments, boards, and committees and develop a recommended budget and plan to the Town Manager. The members include up to 5 members of the public, the Comptroller, the Treasurer/Collector, the Superintendent or her representative, and the Town Manager or his representative. The first year of the Capital Plan is submitted to the Town Meeting as the Capital Budget for appropriation. The Five Year Capital Plan is reviewed and revised each year to make changes in priorities and to add an additional year to the planning process.

The goal of the Capital Planning Program is to provide a means of planning for the maintenance and improvement of the capital assets and infrastructure of the Town. The maintenance of infrastructure and the capital assets are of vital importance to the delivery of the quality services. The following are the objectives:

- Review, plan, and coordinate capital improvements so as to promote a systematic, organized replacement and acquisition schedule.
- Ensure that, given limited resources, the capital needs of the community are met.
- Present a sound financial package so as to stabilize and level out the debt of the Town. It should assure timely planning for the most economical method of financing capital improvements.
- Ensure wider community participation in the planning of projects, reducing the pressure to fund some projects that do not present as great a need as others.
- Promote a more effective administration and coordination of capital projects to reduce scheduling problems and conflicting or overlapping projects not only among local departments, but also among other local and state agencies and private enterprises such as the gas and electric companies.

The Capital Planning Committee uses the following definitions when deciding whether a particular budget item shall be in the Capital Budget or the Operating Budget. Other communities may define these terms differently.

**Capital Asset:** An asset that (1) has an expected useful life of at least two years and (2) either has a unit cost of at least \$3,000 or is purchased in a program to gradually purchase a quantity of essentially identical units such that the total quantity price is over \$25,000.

**Capital Improvement:** An improvement to a capital asset that may reasonably be expected to either (1) adapt the capital asset to a different use or (2) appreciably lengthen the useful life of the capital asset beyond what may be expected with normal maintenance.

In reviewing the requests of the operating departments, the committee uses the following criteria for evaluation:

1. Imminent threat to the **health** and safety of citizens/property.
2. **Preservation** of operations/necessary expenditure. This does not include ordinary maintenance but rather maintaining a current service level through improvement of a capital asset. These may be major expenditures that will avoid costly replacement in the future.
3. Requirement of State or Federal **Law**/regulation.
4. Improvement of **infrastructure**.
5. Improvement of **productivity**.
6. **Alleviation** of an overtaxed/overburdened situation.

**The Capital Planning Process:**

The CPC receives capital budget requests from Department Heads and begins to meet and review requests in early October. The CPC members look at the Town's overall financial situation and, within this larger context, each department's request is compared to the request and the recommendation from the prior year and to the five-year capital plan for that department. The members also tend to ask if this request reflects an interdepartmental planning effort, if the department has considered other sources of funding, or if the department has undertaken any kind of cost/benefit analysis. CPC members like to see evidence of longer-term planning for departmental needs, as well as planning for maintenance expenses and of interdepartmental cooperation. Priorities that emerge suddenly in one year with no reference in prior year requests tend to be more heavily scrutinized.

Information Technology requests are expected to have passed through the master planning process, coordinated and updated through the Information Technology Advisory Committee (ITAC). The ITAC maintains a 5 year plan for IT expenses including phones, wireless, computer systems replacement, GIS, etc. Increasingly, the CPC looks for evidence of long-term interdepartmental planning around expenditures for buildings (with the Facilities Department), playgrounds, parks and fields (with the Recreation Department). Vehicles and copiers are common requests and the CPC is interested in coordinated purchasing programs for these items.

The capital budget is prepared from a Town-wide perspective. There is no assumption of a budget quota for individual departments. CPC members look at the history of spending patterns for each department. Departments that have requested and received more money than actually required or do not spend their appropriations in a timely manner tend to be more heavily scrutinized.

The CPC members each specialize in two or three departments and meet with those department heads during the Fall. The intent of these meetings is to enable the CPC to gain a fuller understanding of the current and long-term needs of the department and the process used to determine these needs. The results of these meetings are reported back to the whole CPC and are often discussed by the group.

The CPC converts the data requests to a spreadsheet and reviews the requests in relation to their priorities, their urgency, their cost, etc. By longstanding Town policy, the sum of money available to fund the Town's Capital program is approximately five percent (5%) of the total revenue. This sum includes the debt service from prior years. Historically the CPC has received requests far exceeding this sum. Thus very difficult decisions must be made as to what projects receive funding in any given year. After considerable review, the CPC recommends a capital budget for the Town, based on advice from the Finance Committee and others about what the Town can afford. The recommendations are submitted to the Town Manager.

The Capital Budget for FY2020 and the Capital Plan for FY2020 — 2024 are presented on the following pages. The terms "Bonds," "Cash," and "Other" are used to describe the sources of funding for the capital budget and plan. "Cash" refers to those expenditures that are paid for in their entirety in the next fiscal year directly from the general fund. "Bonds" refers to those expenditures that are acquired through borrowing, the payments for which may or may not affect the next fiscal year, but in any event are paid for over an extended period of time, usually five to twenty years. Those extended payments include both principal and interest, usually referred to as "debt service." Typically, capital expenditures less than \$100,000 are paid for in cash, not bonded. "Other" refers to those expenditures that are financed from sources that do not arise directly from the Town's tax levy; these sources may be state or federal grants, user fees, private donations, trust funds, and other non-tax sources. The last column, "CPA," refers to those projects that are recommended for Community Preservation Act funding.

**Capital Budget FY2020 and Capital Plan FY2020-FY2024**

The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and proposition 2 ½ debt exclusion projects. For FY2020 funding for the capital budget is as follows:

Bonding:	\$36,194,000
Cash:	\$4,222,995
Other:	\$12,394,500

Our existing non-exempt debt is \$6,349,527 which is consistent with prior debt service projections for FY2020. The total capital budget for FY2020, including debt, is estimated at \$13 million. Major projects to be funded in FY2020 include street and sidewalk work for approximately \$2.2 million, and water and sewer work for \$2.4 million.

Site improvements and construction for the Senior Center Renovation have been budgeted for \$8 million within the five year capital plan. Another significant project included within the five year capital plan is the renovation of the Public Works building. The current site and building conditions are poor and will need to be renovated to keep up with state and federal regulations. Site improvements and construction are budgeted for FY2020, projected at a cost of \$29 million, with \$22 million being supported in the five year capital plan, and \$7 million being supported by the Water and Sewer Enterprise Fund. The Town is currently in the design development phase of this project.

The Capital Planning Committee continued to consider the impact of the Community Preservation Act (CPA) funding on projects that have historically been funded through the capital budget, but could be eligible for CPA funding this fiscal year and beyond. The Committee has included \$4.8 million of recreation, open space, and historic preservation projects in the five year capital plan that has been recommended for CPA funding. The Community Preservation Committee is currently reviewing final applications that have been submitted for the FY2020 funding cycle and will make recommendations for CPA funding at Town Meeting.

It is also important to once again note the future financial liabilities associated with the reconstruction of Arlington High School. The project has been approved by the Massachusetts School Building Authority for a maximum cost of \$291,481,649, but further value engineering efforts are planned to be undertaken. This project will have impact on the capital budget as several Town departments currently housed in the High School will be relocated to the renovated DPW facility. Voters will be asked to support a debt exclusion to fund the remainder of the High School project.



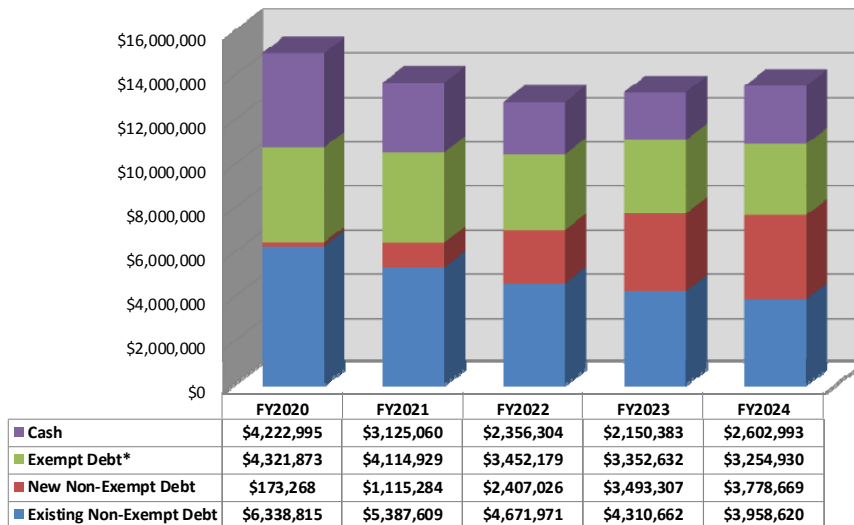
## FY2020 Proposed Capital Financing Plan

**Non-Exempt Debt:** Debt service that is funded by the General Fund and within the limitations of Proposition 2 ½.

**Exempt Debt:** Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½.

**Enterprise Fund Debt:** Debt service that is funded from Water & Sewer rates.

## Capital Plan Appropriation Summary



\*Exclusive of Symmes debt service FY2020-2024

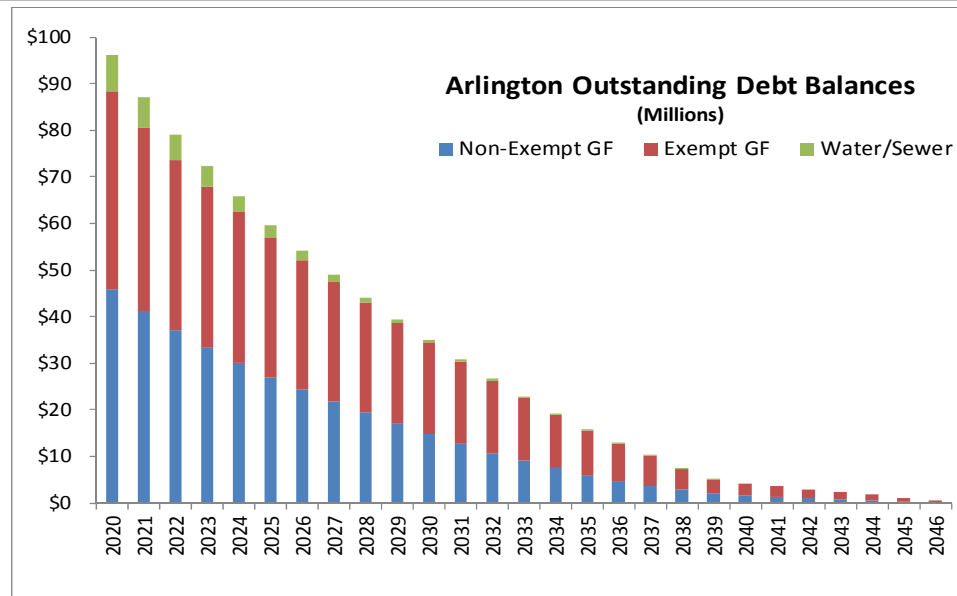
## FY 2020

## Acquisition Expense by Funding Source

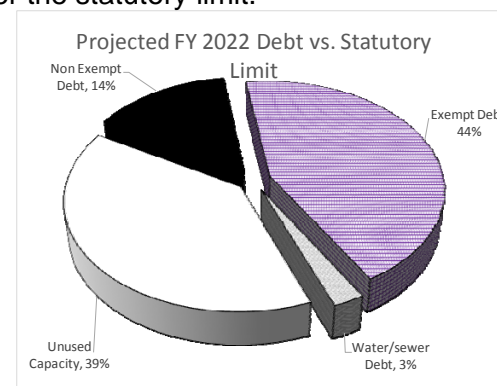
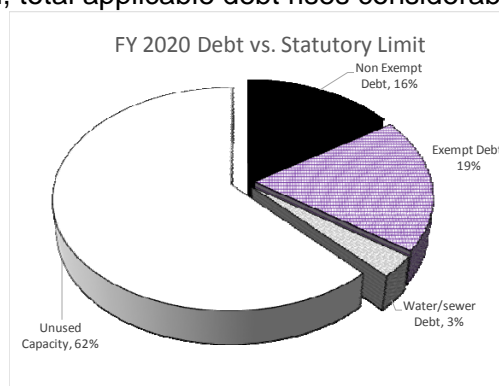
Cash	a	\$	4,222,995
Bond		\$	36,194,000
Other		\$	12,394,500
Total Acquisition Expense		\$	52,811,495

## Appropriation by Use of Funds

<b>Exempt Debt Service</b>			
Prior		\$	4,321,873
New		\$	-
Total Exempt Debt Service	b	\$	4,321,873
<b>Water/Sewer Debt Service (incl MWRA)</b>			
Prior		\$	1,327,399
New		\$	150,000
Total Water/Sewer Debt Service	c	\$	1,477,399
<b>Other Enterprise Fund Debt Service (Rink)</b>			
Prior		\$	159,931
New		\$	2,625
Total Other Enterprise Fund Debt Service	d	\$	162,556
<b>General Non-Exempt Debt Service</b>			
Prior		\$	6,178,884
New		\$	170,643
General Non-Exempt Debt Service	e	\$	6,349,527
<b>Less Direct Funding Sources:</b>			
Ambulance Revolving Fund		\$	(47,175)
Antennae Funds		\$	(459,845)
Non-exempt Bond Premium (from FY2019)		\$	(461)
Rink Enterprise Fund		\$	(101,278)
Urban Renewal Fund		\$	(48,944)
Capital Carry Forwards		\$	(1,203,204)
Net direct sources	f	\$	(1,860,907)
<b>Net Non-Exempt Appropriation (a+c+d+e+f)</b>		\$	10,351,570
<b>Total Appropriation (a+b+d+e+f)</b>		\$	13,196,044



**Arlington Statutory Debt Capacity:** State law imposes a debt limit on each community, on certain debt, equal to 5% of the Equalized Valuation (EQV) of the Town. Based on the current DOR reported EQV of \$10.61 billion, the debt limit is \$530.7 million. Arlington's estimated applicable FY 2020 debt of \$202 million, including an initial phase of borrowing for the Arlington High School project, represents 38% of the statutory limit as illustrated below. Projecting to the completion of borrowing for the AHS project in FY 2022, net of the expected state contribution, total applicable debt rises considerably, but remains well under the statutory limit.





## Capital Budget Fiscal Year 2020

	BOND	CASH	OTHER	Grand Total
<b>COMMUNITY SAFETY - FIRE SERVICES</b>	<b>\$205,000</b>			<b>\$205,000</b>
Portable Radio Replacement	\$205,000			\$205,000
<b>COMMUNITY SAFETY - POLICE SERVICES</b>	<b>\$967,000</b>	<b>\$142,000</b>		<b>\$1,109,000</b>
Bullet Proof Vest Program		\$7,000		\$7,000
Radio Upgrade-Replacement Program	\$967,000			\$967,000
Vehicle Replacement Program		\$135,000		\$135,000
<b>FACILITIES</b>		<b>\$10,000</b>		<b>\$10,000</b>
Town Hall - Renovations		\$10,000		\$10,000
<b>HEALTH &amp; HUMAN SERVICES</b>		<b>\$311,500</b>		<b>\$311,500</b>
Veterans Memorials Repairs		\$40,000		\$40,000
Whittemore Robbins House - Exterior Painting and Window Replacement		\$136,500		\$136,500
Carriage House interior renovation		\$75,000		\$75,000
Whittemore Robbins House Kitchen		\$60,000		\$60,000
<b>INFORMATION TECHNOLOGY</b>		<b>\$728,760</b>		<b>\$728,760</b>
School - Admin Computers and Peripherals		\$40,000		\$40,000
School - Network Infrastructure		\$75,000		\$75,000
School - Replacement academic PC's district wide		\$420,000		\$420,000
School - Software Licensing		\$60,000		\$60,000
Town Microcomputer Program		\$60,000		\$60,000
Town Software Upgrades & Standardization		\$50,000		\$50,000
Interface between WebQA and PeopleGIS for DPW work orders		\$10,000		\$10,000
Matching funds for technology grant		\$13,760		\$13,760



## Capital Budget Fiscal Year 2020 (cont.)

	BOND	CASH	OTHER	Grand Total
<b>LIBRARY</b>	<b>\$100,000</b>	<b>\$51,260</b>		<b>\$151,260</b>
Repointing	\$100,000			\$100,000
MLN Equipment Schedule FY20-24		\$41,260		\$41,260
Roof Parapet		\$10,000		\$10,000
<b>PLANNING</b>	<b>\$8,055,000</b>	<b>\$121,500</b>		<b>\$8,176,500</b>
Exterior Repairs- Dallin Library		\$41,500		\$41,500
Parking lot upgrades - Dallin Library		\$30,000		\$30,000
Interior finish repairs - Dallin Library		\$10,000		\$10,000
Building exterior repairs assessment - Parmenter		\$30,000		\$30,000
HVAC assessment - Parmenter		\$10,000		\$10,000
Senior Center/Central School Renovation	\$8,055,000			\$8,055,000
<b>PUBLIC WORKS CEMETERY DIVISION</b>			<b>\$10,000</b>	<b>\$10,000</b>
Headstone Cleaning & Repair			\$10,000	\$10,000
<b>PUBLIC WORKS ENGINEERING DIVISION</b>	<b>\$750,000</b>	<b>\$25,000</b>		<b>\$775,000</b>
Roadway Consulting Services		\$25,000		\$25,000
Lake Street/Bikeway Intersection Improvements	\$750,000			\$750,000
<b>PUBLIC WORKS HIGHWAY DIVISION</b>	<b>\$518,000</b>	<b>\$1,447,975</b>	<b>\$875,000</b>	<b>\$2,840,975</b>
33,000 GVW Dump Truck w-Plow	\$125,000			\$125,000
3-4 Ton Pick-up, 4wd w-Plow		\$40,000		\$40,000
44,000 GVW, 4WD Truck w-Sander	\$168,000			\$168,000
Chapter 90 Roadway			\$750,000	\$750,000
Install Sidewalk Ramps - CDBG			\$125,000	\$125,000
Roadway Reconstruction		\$350,000		\$350,000
Roadway Reconstruction Override 2011		\$475,475		\$475,475
Sander Body		\$17,500		\$17,500
Sidewalk Ramp Installation		\$65,000		\$65,000
Sidewalks and Curbstones		\$500,000		\$500,000
Street Sweeper	\$225,000			\$225,000



## Capital Budget Fiscal Year 2020 (cont.)

	BOND	CASH	OTHER	Grand Total
<b>PUBLIC WORKS MER</b>	<b>\$60,000</b>			<b>\$60,000</b>
Traffic Signal Maint & Upgrades	\$60,000			\$60,000
<b>PUBLIC WORKS NATURAL RESOURCES DIVISION</b>		<b>\$102,000</b>		<b>\$102,000</b>
1 Ton Pickup Truck w-Dump Body		\$62,000		\$62,000
3-4 Ton Pickup Truck		\$40,000		\$40,000
<b>PUBLIC WORKS PROPERTIES DIVISION</b>	<b>\$22,000,000</b>		<b>\$7,900,000</b>	<b>\$29,900,000</b>
DPW Facility - Site Improvements	\$22,000,000		\$7,900,000	\$29,900,000
<b>PUBLIC WORKS WATER/SEWER DIVISION</b>			<b>\$3,112,000</b>	<b>\$3,112,000</b>
1 Ton Dump Truck			\$62,000	\$62,000
Drainage Rehab - Regulatory Compliance (Ch-308)			\$250,000	\$250,000
Hydrant and Valve replacement program			\$100,000	\$100,000
Sewer System Rehabilitation			\$900,000	\$900,000
Small Equipment			\$5,000	\$5,000
Water System Rehabilitation			\$1,400,000	\$1,400,000
Vacuum/Jet Truck			\$395,000	\$395,000
<b>PURCHASING</b>		<b>\$53,000</b>		<b>\$53,000</b>
Photocopier Replacement Program		\$53,000		\$53,000
<b>RECREATION</b>	<b>\$2,450,000</b>	<b>\$285,000</b>	<b>\$400,000</b>	<b>\$3,135,000</b>
ADA Study Implementation Program		\$50,000		\$50,000
Feasibility Study		\$10,000		\$10,000
Poets Corner Field		\$75,000		\$75,000
Reservoir Improvements Phase II	\$2,450,000	\$150,000	\$400,000	\$3,000,000
<b>REDEVELOPMENT BOARD</b>			<b>\$42,500</b>	<b>\$42,500</b>
Interior finish upgrades - Jefferson Cutter			\$22,500	\$22,500
Interior repairs - 23 Maple Street			\$20,000	\$20,000



## Capital Budget Fiscal Year 2020 (cont.)

	BOND	CASH	OTHER	Grand Total
<b>SCHOOLS</b>	<b>\$825,000</b>	<b>\$925,000</b>	<b>\$55,000</b>	<b>\$1,805,000</b>
Bus #102 - 53 passenger bus		\$95,000		\$95,000
Hardy Playground	\$300,000	\$40,000		\$340,000
Landscape Improvements - Bishop School	\$125,000			\$125,000
Ottoson Exterior Step Repair		\$20,000		\$20,000
Photocopier Lease Program		\$120,000		\$120,000
Replace Truck and Plow		\$50,000		\$50,000
School Playground Upgrades	\$300,000			\$300,000
Window Screens in Schools		\$60,000		\$60,000
Thompson Heat Pump Replacement		\$35,000		\$35,000
Air Conditioning Study		\$50,000		\$50,000
Security Updates		\$40,000		\$40,000
Gibbs School HVAC Catwalks	\$100,000			\$100,000
Activity Van - After School Program			\$55,000	\$55,000
Van # 110 - passenger		\$40,000		\$40,000
Hardy Reroofing and Envelope Phase I		\$350,000		\$350,000
Hardy Accessibility Improvements		\$25,000		\$25,000
<b>SELECT BOARD</b>	<b>\$114,000</b>			<b>\$114,000</b>
Voting Machines	\$114,000			\$114,000
<b>VETERANS' MEMORIAL RINK ENTERPRISE FUND</b>	<b>\$150,000</b>	<b>\$20,000</b>		<b>\$170,000</b>
Ed Burns Arena Roof Work		\$20,000		\$20,000
Boiler Replacement	\$150,000			\$150,000
<b>Grand Total</b>	<b>\$36,194,000</b>	<b>\$4,222,995</b>	<b>\$12,394,500</b>	<b>\$52,811,495</b>



## CAPITAL PLAN FY2020-2024

	2020	2021	2022	2023	2024	Grand Total
<b>COMMUNITY SAFETY - FIRE SERVICES</b>	<b>\$205,000</b>	<b>\$335,000</b>	<b>\$755,000</b>	<b>\$45,000</b>	<b>\$532,000</b>	<b>\$1,872,000</b>
<b>EQUIPMENT REPLACEMENT</b>	<b>\$205,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$25,000</b>	<b>\$30,000</b>	<b>\$410,000</b>
Firefighter Protective Gear		\$25,000	\$25,000	\$25,000	\$30,000	\$105,000
Jaws of Life - Extrication Equipment		\$50,000				\$50,000
Portable Radio Replacement	\$205,000					\$205,000
Thermal Imaging Cameras Replacement			\$50,000			\$50,000
<b>PUBLIC BUILDING MAINTENANCE</b>			<b>\$10,000</b>	<b>\$20,000</b>	<b>\$112,000</b>	<b>\$142,000</b>
Air Handler Replacement Park Circle				\$12,000	\$12,000	\$24,000
Apparatus Bay Heating Unit Park Circle				\$8,000		\$8,000
Carpeting - Flooring at Park Circle Station			\$10,000			\$10,000
Central station exterior waterproofing					\$100,000	\$100,000
<b>VEHICLE REPLACEMENT</b>		<b>\$260,000</b>	<b>\$670,000</b>		<b>\$390,000</b>	<b>\$1,320,000</b>
Engine Pumper to Replace #1025			\$600,000			\$600,000
Lighting Plant Replace 2001 Ford vehicle #1015			\$70,000			\$70,000
Replace Ambulance #1026					\$280,000	\$280,000
Replace EM vehicle #1016 Air supply					\$70,000	\$70,000
Rescue Ambulance replacing 2013 Ford Horton		\$260,000				\$260,000
Vehicle Replacement - #1017 2012 Ford Escape					\$40,000	\$40,000
<b>COMMUNITY SAFETY - POLICE SERVICES</b>	<b>\$1,109,000</b>	<b>\$157,000</b>	<b>\$225,000</b>	<b>\$162,000</b>	<b>\$162,000</b>	<b>\$1,815,000</b>
<b>EQUIPMENT REPLACEMENT</b>	<b>\$974,000</b>	<b>\$22,000</b>	<b>\$40,000</b>	<b>\$22,000</b>	<b>\$22,000</b>	<b>\$1,080,000</b>
Automatic External Defibrillators			\$18,000			\$18,000
Bullet Proof Vest Program	\$7,000	\$22,000	\$22,000	\$22,000	\$22,000	\$95,000
Radio Upgrade-Replacement Program	\$967,000					\$967,000
<b>VEHICLE REPLACEMENT</b>	<b>\$135,000</b>	<b>\$135,000</b>	<b>\$185,000</b>	<b>\$140,000</b>	<b>\$140,000</b>	<b>\$735,000</b>
Animal Control Vehicle Replacement			\$45,000			\$45,000
Vehicle Replacement Program	\$135,000	\$135,000	\$140,000	\$140,000	\$140,000	\$690,000



## CAPITAL PLAN FY2020-2024 (cont.)

	2020	2021	2022	2023	2024	Grand Total
<b>COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND</b>		<b>\$15,000</b>		<b>\$15,000</b>		<b>\$30,000</b>
<b>VEHICLE REPLACEMENT</b>		<b>\$15,000</b>		<b>\$15,000</b>		<b>\$30,000</b>
Van Replacement Program		\$15,000		\$15,000		\$30,000
<b>FACILITIES</b>	<b>\$10,000</b>	<b>\$300,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$610,000</b>
<b>PUBLIC BUILDING MAINTENANCE</b>	<b>\$10,000</b>	<b>\$300,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$610,000</b>
Town Hall - Renovations	\$10,000	\$300,000	\$100,000	\$100,000	\$100,000	\$610,000
<b>HEALTH &amp; HUMAN SERVICES</b>	<b>\$311,500</b>	<b>\$515,000</b>	<b>\$72,500</b>			<b>\$899,000</b>
<b>DEPARTMENTAL PROJECT</b>	<b>\$40,000</b>		<b>\$72,500</b>			<b>\$112,500</b>
Monument Square Veterans Park			\$72,500			\$72,500
Veterans Memorials Repairs	\$40,000					\$40,000
<b>PUBLIC BUILDING MAINTENANCE</b>	<b>\$271,500</b>	<b>\$515,000</b>				<b>\$786,500</b>
Carriage House interior renovation	\$75,000					\$75,000
Whittemore Robbins Cottage		\$515,000				\$515,000
Whittemore Robbins House - Exterior Painting and Window Replacemen	\$136,500					\$136,500
Whittemore Robbins House Kitchen	\$60,000					\$60,000
<b>INFORMATION TECHNOLOGY</b>	<b>\$728,760</b>	<b>\$620,000</b>	<b>\$628,760</b>	<b>\$620,000</b>	<b>\$623,760</b>	<b>\$3,221,280</b>
<b>EQUIPMENT REPLACEMENT</b>		<b>\$10,000</b>		<b>\$10,000</b>		<b>\$20,000</b>
Conference Room Presentation Technology Program		\$10,000		\$10,000		\$20,000
<b>INFORMATION TECHNOLOGY</b>	<b>\$728,760</b>	<b>\$610,000</b>	<b>\$628,760</b>	<b>\$610,000</b>	<b>\$623,760</b>	<b>\$3,201,280</b>
Interface between WebQA and PeopleGIS for DPW work orders	\$10,000					\$10,000
Matching funds for technology grant	\$13,760		\$13,760		\$13,760	\$41,280
School - Admin Computers and Peripherals	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
School - Network Infrastructure	\$75,000	\$20,000	\$25,000	\$20,000	\$20,000	\$160,000
School - Replacement Academic PC's District Wide	\$420,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,020,000
School - Software Licensing	\$60,000	\$40,000	\$40,000	\$40,000	\$40,000	\$220,000
Town Microcomputer Program	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Town Software Upgrades & Standardization	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000



## CAPITAL PLAN FY2020-2024 (cont.)

	2020	2021	2022	2023	2024	Grand Total
<b>LIBRARY</b>	<b>\$151,260</b>	<b>\$33,200</b>	<b>\$1,016,000</b>	<b>\$42,350</b>	<b>\$717,400</b>	<b>\$1,960,210</b>
<b>DEPARTMENTAL PROJECT</b>			<b>\$980,000</b>		<b>\$680,000</b>	<b>\$1,660,000</b>
Fox Library Building Project					\$680,000	\$680,000
Robbins Library Renovations			\$980,000			\$980,000
<b>EQUIPMENT REPLACEMENT</b>	<b>\$41,260</b>	<b>\$33,200</b>	<b>\$36,000</b>	<b>\$42,350</b>	<b>\$37,400</b>	<b>\$190,210</b>
MLN Equipment Schedule FY20-24	\$41,260	\$33,200	\$36,000	\$42,350	\$37,400	\$190,210
<b>PUBLIC BUILDING MAINTENANCE</b>	<b>\$110,000</b>					<b>\$110,000</b>
Repainting	\$100,000					\$100,000
Roof Parapet	\$10,000					\$10,000
<b>PLANNING</b>	<b>\$8,176,500</b>	<b>\$265,000</b>				<b>\$8,441,500</b>
<b>MAJOR REPAIRS</b>	<b>\$8,055,000</b>					<b>\$8,055,000</b>
Senior Center/Central School Renovation	\$8,055,000					\$8,055,000
<b>PUBLIC BUILDING MAINTENANCE</b>	<b>\$121,500</b>	<b>\$265,000</b>				<b>\$386,500</b>
Building exterior repairs - Parmenter		\$100,000				\$100,000
Building exterior repairs assessment - Parmenter	\$30,000					\$30,000
Exterior Repairs- Dallin Library	\$41,500					\$41,500
HVAC assessment - Parmenter	\$10,000					\$10,000
HVAC replacement - Dallin Library		\$25,000				\$25,000
HVAC upgrades - Parmenter		\$100,000				\$100,000
Interior finish repairs - Dallin Library	\$10,000					\$10,000
Parking lot upgrades - Dallin Library	\$30,000					\$30,000
Roof replacement - Dallin Library		\$40,000				\$40,000
<b>PUBLIC WORKS CEMETERY DIVISION</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$145,000</b>	<b>\$85,000</b>	<b>\$260,000</b>
<b>DEPARTMENTAL PROJECT</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$50,000</b>
Headstone Cleaning & Repair	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
<b>EQUIPMENT REPLACEMENT</b>				<b>\$135,000</b>	<b>\$75,000</b>	<b>\$210,000</b>
Backhoe				\$135,000		\$135,000
Mini-Excavator					\$75,000	\$75,000



## CAPITAL PLAN FY2020-2024 (cont.)

	2020	2021	2022	2023	2024	Grand Total
<b>PUBLIC WORKS ENGINEERING DIVISION</b>	<b>\$775,000</b>	<b>\$30,000</b>		<b>\$25,000</b>		<b>\$830,000</b>
<b>DEPARTMENTAL PROJECT</b>	<b>\$25,000</b>			<b>\$25,000</b>		<b>\$50,000</b>
Roadway Consulting Services	\$25,000			\$25,000		\$50,000
<b>INFRASTRUCTURE IMPROVEMENT</b>	<b>\$750,000</b>					<b>\$750,000</b>
Lake Street/Bikeway Intersection Improvements	\$750,000					\$750,000
<b>VEHICLE REPLACEMENT</b>		<b>\$30,000</b>				<b>\$30,000</b>
Utility Vehicle		\$30,000				\$30,000
<b>PUBLIC WORKS HIGHWAY DIVISION</b>	<b>\$2,840,975</b>	<b>\$2,781,860</b>	<b>\$2,349,044</b>	<b>\$2,466,533</b>	<b>\$2,591,833</b>	<b>\$13,030,245</b>
<b>EQUIPMENT REPLACEMENT</b>	<b>\$17,500</b>	<b>\$97,500</b>	<b>\$30,500</b>	<b>\$29,500</b>	<b>\$151,000</b>	<b>\$326,000</b>
1 Ton Dump Truck w-Plow-Sander		\$68,000				\$68,000
10 Wheel Dump Truck					\$133,000	\$133,000
Line Striping Machine			\$13,000			\$13,000
Sander Body	\$17,500	\$17,500	\$17,500	\$17,500	\$18,000	\$88,000
Snow Plow Replacement		\$12,000		\$12,000		\$24,000
<b>ROADS AND PATHS INFRASTRUCTURE</b>	<b>\$2,265,475</b>	<b>\$2,277,360</b>	<b>\$2,189,544</b>	<b>\$2,202,033</b>	<b>\$2,264,833</b>	<b>\$11,199,245</b>
Chapter 90 Roadway	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,750,000
Install Sidewalk Ramps - CDBG	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
Roadway Reconstruction	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Roadway Reconstruction Override 2011	\$475,475	\$487,360	\$499,544	\$512,033	\$524,833	\$2,499,245
Sidewalk Ramp Installation	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$325,000
Sidewalks and Curbstones	\$500,000	\$500,000	\$400,000	\$400,000	\$450,000	\$2,250,000
<b>VEHICLE REPLACEMENT</b>	<b>\$558,000</b>	<b>\$407,000</b>	<b>\$129,000</b>	<b>\$235,000</b>	<b>\$176,000</b>	<b>\$1,505,000</b>
33,000 GVW Dump Truck w-Plow	\$125,000	\$127,000	\$129,000			\$381,000
3-4 Ton Pick-up, 4wd w-Plow	\$40,000					\$40,000
44,000 GVW, 4WD Truck w-Sander	\$168,000	\$170,000			\$176,000	\$514,000
Backhoe-Loader - 1.5 CY		\$110,000				\$110,000
Street Sweeper	\$225,000			\$235,000		\$460,000



## CAPITAL PLAN FY2020-2024 (cont.)

	2020	2021	2022	2023	2024	Grand Total
<b>PUBLIC WORKS MER</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$185,000</b>	<b>\$60,000</b>	<b>\$425,000</b>
<b>EQUIPMENT REPLACEMENT</b>				<b>\$125,000</b>		<b>\$125,000</b>
Fork Lift				\$125,000		\$125,000
<b>INFRASTRUCTURE IMPROVEMENT</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$300,000</b>
Traffic Signal Maint & Upgrades	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
<b>PUBLIC WORKS NATURAL RESOURCES DIVISION</b>	<b>\$102,000</b>	<b>\$125,000</b>	<b>\$139,000</b>	<b>\$132,500</b>	<b>\$110,000</b>	<b>\$608,500</b>
<b>EQUIPMENT REPLACEMENT</b>				<b>\$132,500</b>		<b>\$132,500</b>
Mower Trailer				\$7,500		\$7,500
Ride-On Mower				\$30,000		\$30,000
Skid Steer				\$75,000		\$75,000
Stump Grinder				\$20,000		\$20,000
<b>VEHICLE REPLACEMENT</b>	<b>\$102,000</b>	<b>\$125,000</b>	<b>\$139,000</b>		<b>\$110,000</b>	<b>\$476,000</b>
1 Ton Pickup Truck w-Dump Body	\$62,000		\$64,000		\$66,000	\$192,000
3-4 Ton Pickup Truck	\$40,000				\$44,000	\$84,000
Boom-Dump-Chip Truck		\$125,000				\$125,000
Tree Chipper			\$75,000			\$75,000
<b>PUBLIC WORKS PROPERTIES DIVISION</b>	<b>\$29,900,000</b>					<b>\$29,900,000</b>
<b>DEPARTMENTAL PROJECT</b>	<b>\$29,900,000</b>					<b>\$29,900,000</b>
DPW Facility - Site Improvements	\$29,900,000					\$29,900,000
<b>PUBLIC WORKS WATER/SEWER DIVISION</b>	<b>\$3,112,000</b>	<b>\$2,732,000</b>	<b>\$2,834,000</b>	<b>\$2,865,000</b>	<b>\$3,005,000</b>	<b>\$14,548,000</b>
<b>EQUIPMENT REPLACEMENT</b>	<b>\$400,000</b>	<b>\$35,000</b>	<b>\$5,000</b>	<b>\$115,000</b>	<b>\$105,000</b>	<b>\$660,000</b>
Compressor Truck				\$100,000		\$100,000
Mini-Excavator Trailer				\$10,000		\$10,000
Pump Station Generator					\$100,000	\$100,000
Small Equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Utility Vehicle		\$30,000				\$30,000
Vacuum/Jet Truck	\$395,000					\$395,000



## CAPITAL PLAN FY2020-2024 (cont.)

	2020	2021	2022	2023	2024	Grand Total
<b>INFRASTRUCTURE IMPROVEMENT</b>	<b>\$2,650,000</b>	<b>\$2,650,000</b>	<b>\$2,700,000</b>	<b>\$2,750,000</b>	<b>\$2,900,000</b>	<b>\$13,650,000</b>
Drainage Rehab - Regulatory Compliance (Ch-308)	\$250,000	\$250,000	\$300,000	\$350,000	\$400,000	\$1,550,000
Hydrant and Valve replacement program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Sewer System Rehabilitation	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$4,500,000
Water System Rehabilitation	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,500,000	\$7,100,000
<b>VEHICLE REPLACEMENT</b>	<b>\$62,000</b>	<b>\$47,000</b>	<b>\$129,000</b>			<b>\$238,000</b>
1 ton Dump Truck	\$62,000					\$62,000
33,000 GVW Dump Truck w-Plow			\$129,000			\$129,000
Utility Truck		\$47,000				\$47,000
<b>PURCHASING</b>	<b>\$53,000</b>	<b>\$45,000</b>	<b>\$35,000</b>	<b>\$57,000</b>	<b>\$57,000</b>	<b>\$247,000</b>
<b>EQUIPMENT REPLACEMENT</b>	<b>\$53,000</b>	<b>\$45,000</b>	<b>\$35,000</b>	<b>\$57,000</b>	<b>\$57,000</b>	<b>\$247,000</b>
Photocopier Replacement Program	\$53,000	\$45,000	\$35,000	\$57,000	\$57,000	\$247,000
<b>RECREATION</b>	<b>\$3,135,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$3,335,000</b>
<b>INFRASTRUCTURE IMPROVEMENT</b>	<b>\$3,000,000</b>					<b>\$3,000,000</b>
Reservoir Improvements Phase II	\$3,000,000					\$3,000,000
<b>PARKS PLAYGROUNDS &amp; FIELDS</b>	<b>\$135,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$335,000</b>
ADA Study Implementation Program	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Feasibility Study	\$10,000					\$10,000
Poets Corner Field	\$75,000					\$75,000
<b>REDEVELOPMENT BOARD</b>	<b>\$42,500</b>	<b>\$152,072</b>	<b>\$427,000</b>			<b>\$621,572</b>
<b>INFRASTRUCTURE IMPROVEMENT</b>		<b>\$127,072</b>	<b>\$427,000</b>			<b>\$554,072</b>
Whittemore Park upgrades		\$127,072	\$427,000			\$554,072
<b>PUBLIC BUILDING MAINTENANCE</b>	<b>\$42,500</b>	<b>\$25,000</b>				<b>\$67,500</b>
Boiler replacement - Jefferson Cutter		\$25,000				\$25,000
Interior finish upgrades - Jefferson Cutter	\$22,500					\$22,500
Interior repairs - 23 Maple Street	\$20,000					\$20,000



## CAPITAL PLAN FY2020 –2024 (cont.)

	2020	2021	2022	2023	2024	Grand Total
<b>SCHOOLS</b>	<b>\$1,805,000</b>	<b>\$1,235,000</b>	<b>\$840,000</b>	<b>\$315,000</b>	<b>\$2,195,000</b>	<b>\$6,390,000</b>
<b>DEPARTMENTAL PROJECT</b>	<b>\$190,000</b>	<b>\$400,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$135,000</b>	<b>\$925,000</b>
Air Conditioning Study	\$50,000					\$50,000
Bishop School Painting					\$35,000	\$35,000
Gibbs School HVAC Catwalks	\$100,000					\$100,000
Security Updates	\$40,000	\$100,000	\$100,000	\$100,000	\$100,000	\$440,000
Water penetration Bishop		\$300,000				\$300,000
<b>EQUIPMENT REPLACEMENT</b>		<b>\$550,000</b>	<b>\$300,000</b>			<b>\$850,000</b>
Hardy HVAC Roof Top Units		\$300,000	\$300,000			\$600,000
Ottoson HVAC Roof Top Unit		\$250,000				\$250,000
<b>INFRASTRUCTURE IMPROVEMENT</b>	<b>\$720,000</b>	<b>\$20,000</b>	<b>\$220,000</b>		<b>\$800,000</b>	<b>\$1,760,000</b>
Hardy Accessibility Improvements	\$25,000					\$25,000
Hardy Boiler			\$200,000			\$200,000
Hardy Playground	\$340,000					\$340,000
Ottoson Exterior Step Repair	\$20,000		\$20,000			\$40,000
Ottoson Roof Replacement					\$800,000	\$800,000
School Playground Upgrades	\$300,000	\$20,000				\$320,000
Thompson Heat Pump Replacement	\$35,000					\$35,000
<b>MAJOR REPAIRS</b>	<b>\$125,000</b>					<b>\$125,000</b>
Landscape Improvements - Bishop School	\$125,000					\$125,000
<b>PHOTOCOPIER PROGRAM</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$120,000</b>	<b>\$600,000</b>
Photocopier Lease Program	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
<b>PUBLIC BUILDING MAINTENANCE</b>	<b>\$410,000</b>	<b>\$60,000</b>			<b>\$1,100,000</b>	<b>\$1,570,000</b>
Bishop School Roof Repair					\$300,000	\$300,000
Hardy Reroofing and Envelope Phase I	\$350,000					\$350,000
Hardy Reroofing Phase II					\$800,000	\$800,000
Window Screens in Schools	\$60,000	\$60,000				\$120,000



## CAPITAL PLAN FY2020 –2024 (cont.)

	2020	2021	2022	2023	2024	Grand Total
<b>STUDENT TRANSPORTATION</b>	<b>\$190,000</b>	<b>\$85,000</b>	<b>\$100,000</b>	<b>\$95,000</b>	<b>\$40,000</b>	<b>\$510,000</b>
Activity Van - After School Program	\$55,000					\$55,000
Bus #101 - 53 Passenger				\$95,000		\$95,000
Bus #102 - 53 passenger bus	\$95,000					\$95,000
Bus #105 - 8 passenger Escape		\$40,000				\$40,000
Bus #108 - 53 passenger bus			\$100,000			\$100,000
Van # 109 8 Passenger Explorer					\$40,000	\$40,000
Van # 110 - passenger	\$40,000					\$40,000
Van # 112 Athletics Van		\$45,000				\$45,000
<b>VEHICLE REPLACEMENT</b>	<b>\$50,000</b>					<b>\$50,000</b>
Replace Truck and Plow	\$50,000					\$50,000
<b>SELECT BOARD</b>	<b>\$114,000</b>					<b>\$114,000</b>
<b>EQUIPMENT REPLACEMENT</b>	<b>\$114,000</b>					<b>\$114,000</b>
Voting Machines	\$114,000					\$114,000
<b>TREASURER</b>		<b>\$40,000</b>				<b>\$40,000</b>
<b>EQUIPMENT REPLACEMENT</b>		<b>\$40,000</b>				<b>\$40,000</b>
Multi-Space Parking Meter Replacement		\$40,000				\$40,000
<b>VETERANS' MEMORIAL RINK ENTERPRISE FUND</b>	<b>\$170,000</b>	<b>\$160,000</b>				<b>\$330,000</b>
<b>MAJOR REPAIRS</b>	<b>\$170,000</b>	<b>\$160,000</b>				<b>\$330,000</b>
Boiler Replacement	\$150,000					\$150,000
Ed Burns Arena Roof Work	\$20,000	\$160,000				\$180,000
<b>Grand Total</b>	<b>\$52,811,495</b>	<b>\$9,661,132</b>	<b>\$9,541,304</b>	<b>\$7,225,383</b>	<b>\$10,288,993</b>	<b>\$89,528,307</b>

	2020	2021	2022	2023	2024	Grand Total
BOND	\$36,194,000	\$2,617,000	\$3,466,000	\$1,325,000	\$3,796,000	\$47,398,000
CASH	\$4,222,995	\$3,125,060	\$2,356,304	\$2,150,383	\$2,602,993	\$14,457,735
OTHER	\$12,394,500	\$3,919,072	\$3,719,000	\$3,750,000	\$3,890,000	\$27,672,572
CPA	\$1,755,073	\$1,505,700		\$1,425,000	\$425,000	\$5,110,773
<b>Grand Total</b>	<b>\$54,566,568</b>	<b>\$11,166,832</b>	<b>\$9,541,304</b>	<b>\$8,650,383</b>	<b>\$10,713,993</b>	<b>\$94,639,080</b>



## CAPITAL PLAN FY2020 –2024 (cont.)

Fiscal Year	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Prior Non-Exempt Debt Service	\$6,338,815	\$5,387,609	\$4,671,971	\$4,310,662	\$3,958,620	\$24,667,677
Cash	\$4,222,995	\$3,125,060	\$2,356,304	\$2,150,383	\$2,602,993	\$14,457,735
New Non-Exempt Debt Service	\$173,268	\$1,115,284	\$2,407,026	\$3,493,307	\$3,778,669	\$10,967,553
BAN Interest and Principal	\$0	\$242,000	\$484,000	\$21,560	\$21,560	\$769,120
Total Non-Exempt Tax Burden	\$10,735,078	\$9,869,952	\$9,919,301	\$9,975,912	\$10,361,842	\$50,862,085
<i>Direct funding sources:</i>						
Non-exempt Bond Premium (from FY2019 )	(\$461)					(\$461)
Rink Enterprise Funds	(\$101,278)	(\$71,806)	(\$80,244)	(\$77,601)	(\$75,109)	(\$406,038)
Ambulance Revolving Fund	(\$47,175)	(\$30,675)	(\$86,475)	(\$59,280)	(\$57,460)	(\$281,065)
Capital Carry Forwards	(\$1,203,204)					(\$1,203,204)
Antenna Funds	(\$459,845)	(\$208,181)	(\$181,795)	(\$175,199)	(\$173,550)	(\$1,198,569)
Urban Renewal Fund	(\$48,944)	(\$47,344)	(\$45,744)	(\$44,144)	(\$42,544)	(\$228,719)
Recreation Enterprise Fund	\$0	(\$56,203)	(\$207,419)	(\$203,131)	(\$198,844)	(\$665,597)
Asset Sale Proceeds		(\$500,000)	(\$268,000)			(\$768,000)
<i>Adjustments to 5% Plan:</i>						
Roadway Reconstruction Override 2011	(\$475,474)	(\$487,361)	(\$499,545)	(\$512,033)	(\$524,833)	(\$2,499,246)
2016 and prior Bond Premium	(\$516,611)	(\$260,240)				(\$776,851)
Prior Year Encumbered Debt Service	\$0					\$0
Debt service, Town-owned Rental Properties	(\$98,000)	(\$68,500)	(\$17,000)	(\$16,650)	(\$16,300)	(\$216,450)
Net Non-Exempt Plan	\$7,784,086	\$8,139,643	\$8,533,080	\$8,887,874	\$9,273,203	\$42,617,886
Pro Forma Budget	\$155,763,733	\$163,042,581	\$170,786,860	\$177,549,783	\$185,406,070	\$852,549,027
Budget For Plan at 5%	\$7,788,187	\$8,152,129	\$8,539,343	\$8,877,489	\$9,270,304	\$42,627,451
Plan as % of Revenues	5.00%	4.99%	5.00%	5.01%	5.00%	5.00%
Variance From Budget	\$4,100	\$12,486	\$6,263	(\$10,385)	(\$2,899)	\$9,566